

APPENDIX D TREND ANALYSIS (cont'd)

	Percent Positive				Significant Trends
	2008	2010	2011	2012	
‡15. My performance appraisal is a fair reflection of my performance.	64.6	68.4	69.7	68.8	↗ ↗ ↘
16. I am held accountable for achieving results.	82.4	84.0	84.0	82.8	↗ → ↘
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	54.8	61.6	62.5	61.5	↗ ↗ ↘
‡18. My training needs are assessed.	54.2	53.8	54.0	53.1	→ → ↘
‡19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	66.7	67.8	68.7	67.5	→ → ↘
‡20. The people I work with cooperate to get the job done.	83.9	74.7	74.6	72.8	↘ → ↘
‡21. My work unit is able to recruit people with the right skills.	46.2	45.8	45.5	43.5	→ → ↘
‡22. Promotions in my work unit are based on merit.	36.9	35.4	35.6	33.5	↘ → ↘
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31.7	30.8	30.6	29.4	↘ → ↘
‡24. In my work unit, differences in performance are recognized in a meaningful way.	32.8	36.2	35.9	33.8	↗ → ↘
25. Awards in my work unit depend on how well employees perform their jobs.	43.4	43.5	43.5	41.0	→ → ↘
26. Employees in my work unit share job knowledge with each other.	75.8	73.1	73.4	72.3	↘ → ↘
27. The skill level in my work unit has improved in the past year.	54.1	55.7	57.0	54.7	↗ ↗ ↘
28. How would you rate the overall quality of work done by your work unit?	83.4	82.2	82.2	83.4	↘ → ↗
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	74.3	72.5	73.2	71.6	↘ → ↘
‡30. Employees have a feeling of personal empowerment with respect to work processes.	44.9	47.6	48.4	45.2	↗ ↗ ↘
31. Employees are recognized for providing high quality products and services.	—	51.1	51.5	48.4	NA → ↘
‡32. Creativity and innovation are rewarded.	41.1	41.1	40.9	38.5	→ → ↘
‡33. Pay raises depend on how well employees perform their jobs.	27.0	26.3	24.0	21.6	→ ↘ ↘
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	63.5	58.0	58.7	56.8	↘ → ↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

APPENDIX D TREND ANALYSIS (cont'd)

	Percent Positive				Significant Trends
	2008	2010	2011	2012	
‡35. Employees are protected from health and safety hazards on the job.	77.0	76.4	77.7	76.9	→ ↗ ↘
‡36. My organization has prepared employees for potential security threats.	75.1	76.3	78.1	78.0	↗ ↗ →
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	51.5	51.3	52.4	51.2	→ ↗ ↘
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	66.2	65.7	67.1	65.9	→ ↗ ↘
39. My agency is successful at accomplishing its mission.	—	77.6	78.9	76.4	NA → ↘
40. I recommend my organization as a good place to work.	65.5	69.7	68.9	66.8	↗ ↘ ↘
41. I believe the results of this survey will be used to make my agency a better place to work.	—	44.5	45.3	42.4	NA → ↘
‡42. My supervisor supports my need to balance work and other life issues.	75.8	76.2	77.2	76.7	→ ↗ ↘
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	—	66.0	66.6	65.2	NA ↗ ↘
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	57.2	62.4	63.3	62.2	↗ ↗ ↘
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	—	65.3	66.0	64.5	NA → ↘
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	—	60.9	61.9	60.8	NA ↗ ↘
‡47. Supervisors/team leaders in my work unit support employee development.	65.1	65.9	66.9	65.1	→ ↗ ↘
48. My supervisor/team leader listens to what I have to say.	—	74.8	75.2	74.3	NA → ↘
49. My supervisor/team leader treats me with respect.	—	79.9	80.2	79.4	NA → ↘
50. In the last six months, my supervisor/team leader has talked with me about my performance.	—	76.4	76.9	76.8	NA → →
‡51. I have trust and confidence in my supervisor.	64.2	66.5	67.2	65.8	↗ → ↘
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	66.2	68.4	69.3	68.4	↗ ↗ ↘
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	40.2	44.5	45.0	42.9	↗ → ↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

APPENDIX D TREND ANALYSIS (cont'd)

	Percent Positive				Significant Trends
	2008	2010	2011	2012	
54. My organization's leaders maintain high standards of honesty and integrity.	51.1	55.7	57.0	55.1	↗ ↗ ↘
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	67.4	63.5	65.3	63.4	↘ ↗ ↘
‡56. Managers communicate the goals and priorities of the organization.	60.2	64.2	64.4	62.5	↗ → ↘
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	60.6	63.5	64.0	62.0	↗ → ↘
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	56.1	54.5	55.2	53.3	↘ ↗ ↘
59. Managers support collaboration across work units to accomplish work objectives.	—	57.5	58.4	56.9	NA → ↘
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	—	57.3	57.6	57.9	NA → →
‡61. I have a high level of respect for my organization's senior leaders.	52.1	55.6	56.6	54.1	↗ ↗ ↘
62. Senior leaders demonstrate support for Work/Life programs.	—	54.7	55.4	54.0	NA → ↘
‡63. How satisfied are you with your involvement in decisions that affect your work?	53.4	54.8	53.4	51.6	→ ↘ ↘
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	48.1	51.0	50.7	48.4	↗ → ↘
‡65. How satisfied are you with the recognition you receive for doing a good job?	50.3	52.2	50.7	48.0	↗ ↘ ↘
‡66. How satisfied are you with the policies and practices of your senior leaders?	42.3	45.1	45.6	43.4	↗ → ↘
‡67. How satisfied are you with your opportunity to get a better job in your organization?	39.0	41.7	39.7	36.4	↗ ↘ ↘
‡68. How satisfied are you with the training you receive for your present job?	55.3	55.8	54.9	53.7	→ → ↘
‡69. Considering everything, how satisfied are you with your job?	68.5	71.5	70.7	68.0	↗ → ↘
‡70. Considering everything, how satisfied are you with your pay?	60.4	65.8	62.5	58.8	↗ ↘ ↘
71. Considering everything, how satisfied are you with your organization?	57.5	62.4	62.3	58.9	↗ → ↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

APPENDIX D TREND ANALYSIS (cont'd)

	Percent Positive				Significant Trends		
	2008	2010	2011	2012			
79 -84. How satisfied are you with the following Work/Life programs in your agency?*							
79. Telework	—	—	69.7	72.9	NA	NA	↗
80. Alternative Work Schedules (AWS)	—	—	89.4	88.5	NA	NA	↘
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	—	—	81.4	80.0	NA	NA	↘
82. Employee Assistance Program (EAP)	—	—	78.2	75.6	NA	NA	↘
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	—	—	72.8	72.0	NA	NA	→
84. Elder Care Programs (for example, support groups, speakers)	—	—	66.6	67.9	NA	NA	→

* The 2012 and 2011 work/life program satisfaction results only include employees who indicated that they participated in the program. Because participation questions were new in 2011, percentages from previous years are not displayed.

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

APPENDIX E

APPENDIX E1 HCAAF INDEX TRENDS: LEADERSHIP & KNOWLEDGE MANAGEMENT

	2006	2008	2010	2011	2012
Governmentwide	58	59	61	62	60
Broadcasting Board of Governors	42	41	46	49	48
Court Services and Offender Supervision Agency	56	63	63	65	61
Department of Agriculture	58	57	57	58	56
Department of Commerce	59	63	64	65	65
Department of Defense	60	62	64	64	63
Department of Education	55	58	59	60	60
Department of Energy	60	61	61	60	61
Department of Health and Human Services	58	59	60	60	60
Department of Homeland Security	47	53	55	55	52
Department of Housing and Urban Development	56	56	54	57	57
Department of Justice	60	61	63	64	62
Department of Labor	60	60	61	61	60
Department of State	62	64	66	67	66
Department of the Interior	52	53	56	56	56
Department of the Treasury	59	60	64	66	65
Department of Transportation	50	51	55	57	59
Department of Veterans Affairs	57	59	58	59	56
Environmental Protection Agency	58	61	61	61	62
Equal Employment Opportunity Commission	56	56	56	60	61
Federal Communications Commission	—	57	67	67	65
Federal Energy Regulatory Commission	65	69	67	68	67
Federal Trade Commission	66	70	73	73	72
General Services Administration	63	63	66	67	66
National Aeronautics and Space Administration	67	69	72	72	73
National Archives and Records Administration	54	55	56	55	53
National Credit Union Administration	60	56	58	61	67
National Labor Relations Board	61	58	57	62	59
National Science Foundation	67	69	64	59	57
Nuclear Regulatory Commission	70	76	78	78	74

	2006	2008	2010	2011	2012
Governmentwide	58	59	61	62	60
Office of Management and Budget	63	66	54	51	61
Office of Personnel Management	59	62	63	66	65
Pension Benefit Guaranty Corporation	—	62	66	65	63
Railroad Retirement Board	56	59	60	61	63
Securities and Exchange Commission	65	61	57	55	56
Small Business Administration	51	60	59	61	60
Social Security Administration	62	63	66	69	65
U.S. Agency for International Development	58	62	57	60	62

The **LEADERSHIP & KNOWLEDGE MANAGEMENT INDEX** indicates the extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. It is made up of items:

- 10. My workload is reasonable.
- 35. Employees are protected from health and safety hazards on the job.
- 36. My organization has prepared employees for potential security threats.
- 51. I have trust and confidence in my supervisor.
- 52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?
- 53. In my organization, leaders generate high levels of motivation and commitment in the workforce.
- 55. Managers/supervisors/team leaders work well with employees of different backgrounds.
- 56. Managers communicate the goals and priorities of the organization.
- 57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.
- 61. I have a high level of respect for my organization's senior leaders.
- 64. How satisfied are you with the information you receive from management on what's going on in your organization?
- 66. How satisfied are you with the policies and practices of your senior leaders?

APPENDIX E2 HCAAF INDEX TRENDS: RESULTS-ORIENTED PERFORMANCE CULTURE

	2006	2008	2010	2011	2012
Governmentwide	53	54	54	54	52
Broadcasting Board of Governors	44	42	45	48	46
Court Services and Offender Supervision Agency	58	62	61	58	56
Department of Agriculture	52	52	51	53	51
Department of Commerce	58	61	60	61	61
Department of Defense	55	55	56	55	54
Department of Education	50	53	52	53	53
Department of Energy	54	55	54	53	53
Department of Health and Human Services	55	56	56	55	55
Department of Homeland Security	43	47	49	48	46
Department of Housing and Urban Development	53	50	49	49	50
Department of Justice	53	54	55	56	54
Department of Labor	56	56	54	53	53
Department of State	56	58	58	58	58
Department of the Interior	51	52	54	53	53
Department of the Treasury	56	56	57	59	57
Department of Transportation	46	47	49	49	51
Department of Veterans Affairs	49	52	51	52	49
Environmental Protection Agency	56	58	56	56	56
Equal Employment Opportunity Commission	52	53	52	55	54
Federal Communications Commission	—	54	59	59	58
Federal Energy Regulatory Commission	60	64	61	60	58
Federal Trade Commission	64	66	68	66	66
General Services Administration	57	57	60	59	58
National Aeronautics and Space Administration	63	65	64	64	65
National Archives and Records Administration	53	54	54	53	49
National Credit Union Administration	60	58	59	62	62
National Labor Relations Board	54	50	51	52	51
National Science Foundation	65	67	61	58	56
Nuclear Regulatory Commission	62	67	69	68	64
Office of Management and Budget	60	63	57	51	60
Office of Personnel Management	53	57	58	60	59

	2006	2008	2010	2011	2012
Governmentwide	53	54	54	54	52
Pension Benefit Guaranty Corporation	—	59	63	61	57
Railroad Retirement Board	55	55	55	55	56
Securities and Exchange Commission	60	53	50	47	48
Small Business Administration	50	54	53	54	53
Social Security Administration	53	54	54	56	52
U.S. Agency for International Development	59	58	54	53	53

The **RESULTS-ORIENTED PERFORMANCE CULTURE INDEX** indicates the extent to which employees believe their organizational culture promotes improvement in processes, products and services and organizational outcomes. It is made up of items:

- 12. I know how my work relates to the agency's goals and priorities.
- 14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.
- 15. My performance appraisal is a fair reflection of my performance.
- 20. The people I work with cooperate to get the job done.
- 22. Promotions in my work unit are based on merit.
- 23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- 24. In my work unit, differences in performance are recognized in a meaningful way.
- 30. Employees have a feeling of personal empowerment with respect to work processes.
- 32. Creativity and innovation are rewarded.
- 33. Pay raises depend on how well employees perform their jobs.
- 42. My supervisor supports my need to balance work and other life issues.
- 44. Discussions with my supervisor/team leader about my performance are worthwhile.
- 65. How satisfied are you with the recognition you receive for doing a good job?

APPENDIX E3 HCAAF INDEX TRENDS: TALENT MANAGEMENT

	2006	2008	2010	2011	2012
Governmentwide	59	60	60	60	59
Broadcasting Board of Governors	45	42	46	50	48
Court Services and Offender Supervision Agency	64	70	70	69	65
Department of Agriculture	59	59	57	58	55
Department of Commerce	62	64	62	63	63
Department of Defense	61	61	62	61	60
Department of Education	55	59	54	58	57
Department of Energy	59	62	60	58	59
Department of Health and Human Services	59	60	61	59	59
Department of Homeland Security	49	54	54	53	50
Department of Housing and Urban Development	49	49	46	49	50
Department of Justice	62	61	62	62	60
Department of Labor	57	57	55	54	55
Department of State	62	65	66	65	63
Department of the Interior	56	57	58	57	57
Department of the Treasury	61	60	62	63	61
Department of Transportation	54	54	57	57	59
Department of Veterans Affairs	58	62	58	60	57
Environmental Protection Agency	61	62	60	60	58
Equal Employment Opportunity Commission	50	51	52	56	55
Federal Communications Commission	—	60	63	61	61
Federal Energy Regulatory Commission	65	67	65	65	65
Federal Trade Commission	66	69	72	70	70
General Services Administration	64	65	66	65	64
National Aeronautics and Space Administration	68	71	71	70	71
National Archives and Records Administration	55	57	56	55	51
National Credit Union Administration	70	67	66	66	68
National Labor Relations Board	62	57	58	60	60
National Science Foundation	68	71	64	61	60
Nuclear Regulatory Commission	72	76	77	76	72
Office of Management and Budget	65	69	63	58	65
Office of Personnel Management	52	58	60	63	61

APPENDIX E3 HCAAF INDEX TRENDS: TALENT MANAGEMENT (cont'd)

	2006	2008	2010	2011	2012
Governmentwide	59	60	60	60	59
Pension Benefit Guaranty Corporation	—	64	68	67	63
Railroad Retirement Board	53	55	57	55	58
Securities and Exchange Commission	62	59	53	51	57
Small Business Administration	46	55	50	53	52
Social Security Administration	59	59	61	62	59
U.S. Agency for International Development	58	60	56	58	60

The **TALENT MANAGEMENT INDEX** indicates the extent to which employees think the organization has the talent necessary to achieve organizational goals. It is made up of items:

- 1. I am given a real opportunity to improve my skills in my organization.
- 11. My talents are used well in the workplace.
- 18. My training needs are assessed.
- 21. My work unit is able to recruit people with the right skills.
- 29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.
- 47. Supervisors/team leaders in my work unit support employee development.
- 68. How satisfied are you with the training you receive for your present job?

APPENDIX E4 HCAAF INDEX TRENDS: JOB SATISFACTION

	2006	2008	2010	2011	2012
Governmentwide	67	67	69	68	66
Broadcasting Board of Governors	59	59	62	64	61
Court Services and Offender Supervision Agency	64	70	73	70	68
Department of Agriculture	68	67	68	68	65
Department of Commerce	66	68	70	69	69
Department of Defense	67	67	70	68	67
Department of Education	61	64	65	65	64
Department of Energy	66	67	68	65	65
Department of Health and Human Services	66	67	70	68	67
Department of Homeland Security	58	63	65	64	61
Department of Housing and Urban Development	64	64	64	63	63
Department of Justice	70	69	72	70	68
Department of Labor	67	67	67	66	65
Department of State	70	71	74	73	71
Department of the Interior	66	66	69	68	67
Department of the Treasury	67	66	70	70	67
Department of Transportation	65	63	69	68	69
Department of Veterans Affairs	67	68	69	68	64
Environmental Protection Agency	68	69	70	69	68
Equal Employment Opportunity Commission	66	67	68	68	67
Federal Communications Commission	—	59	68	67	66
Federal Energy Regulatory Commission	66	70	70	67	65
Federal Trade Commission	67	68	73	71	70
General Services Administration	69	69	72	70	70
National Aeronautics and Space Administration	72	72	75	74	74
National Archives and Records Administration	63	64	65	63	59
National Credit Union Administration	70	68	71	71	72
National Labor Relations Board	66	63	67	67	64
National Science Foundation	71	73	72	68	64
Nuclear Regulatory Commission	74	78	79	77	73
Office of Management and Budget	74	78	71	65	72
Office of Personnel Management	64	67	70	71	69

	2006	2008	2010	2011	2012
Governmentwide	67	67	69	68	66
Pension Benefit Guaranty Corporation	—	67	72	69	67
Railroad Retirement Board	65	68	69	68	69
Securities and Exchange Commission	68	65	64	61	62
Small Business Administration	61	66	67	67	66
Social Security Administration	69	70	73	72	68
U.S. Agency for International Development	69	70	69	66	66

The **JOB SATISFACTION INDEX** indicates the extent to which employees are satisfied with their jobs and various aspects thereof. It is made up of items:

- 4. My work gives me a feeling of personal accomplishment.
- 5. I like the kind of work I do.
- 13. The work I do is important.
- 63. How satisfied are you with your involvement in decisions that affect your work?
- 67. How satisfied are you with your opportunity to get a better job in your organization?
- 69. Considering everything, how satisfied are you with your job?
- 70. Considering everything, how satisfied are you with your pay?

APPENDIX F

APPENDIX F GLOBAL SATISFACTION INDEX TRENDS

	2008	2010	2011	2012
Governmentwide	63	67	66	63
Broadcasting Board of Governors	48	55	57	53
Court Services and Offender Supervision Agency	66	73	70	67
Department of Agriculture	61	65	64	60
Department of Commerce	66	71	71	69
Department of Defense	63	67	66	64
Department of Education	59	62	62	60
Department of Energy	64	67	63	62
Department of Health and Human Services	63	67	65	65
Department of Homeland Security	57	62	61	56
Department of Housing and Urban Development	61	62	60	59
Department of Justice	68	73	72	68
Department of Labor	64	66	63	61
Department of State	67	74	74	72
Department of the Interior	62	67	65	64
Department of the Treasury	63	70	70	66
Department of Transportation	54	63	63	66
Department of Veterans Affairs	64	65	64	59
Environmental Protection Agency	69	72	70	69
Equal Employment Opportunity Commission	59	62	64	64
Federal Communications Commission	58	71	69	67
Federal Energy Regulatory Commission	71	73	70	68
Federal Trade Commission	69	75	72	70
General Services Administration	67	74	73	71
National Aeronautics and Space Administration	72	77	75	74
National Archives and Records Administration	56	58	55	50
National Credit Union Administration	62	68	69	71
National Labor Relations Board	58	64	65	59
National Science Foundation	76	75	69	63

APPENDIX F GLOBAL SATISFACTION INDEX TRENDS (cont'd)

	2008	2010	2011	2012
Governmentwide	63	67	66	63
Nuclear Regulatory Commission	80	83	80	75
Office of Management and Budget	77	69	60	71
Office of Personnel Management	65	70	71	69
Pension Benefit Guaranty Corporation	63	71	67	63
Railroad Retirement Board	67	72	68	68
Securities and Exchange Commission	67	66	61	59
Small Business Administration	59	62	61	60
Social Security Administration	68	74	73	69
U.S. Agency for International Development	67	65	63	62

The GLOBAL SATISFACTION INDEX is made up of items:

- 40. I recommend my organization as a good place to work.
- 69. Considering everything, how satisfied are you with your job?
- 70. Considering everything, how satisfied are you with your pay?
- 71. Considering everything, how satisfied are you with your organization?

APPENDIX G

APPENDIX G1 EMPLOYEE ENGAGEMENT INDEX TRENDS

	2010	2011	2012
Governmentwide	66	67	65
Broadcasting Board of Governors	56	57	56
Court Services and Offender Supervision Agency	71	70	67
Department of Agriculture	63	65	63
Department of Commerce	69	70	70
Department of Defense	68	68	67
Department of Education	63	64	65
Department of Energy	65	63	65
Department of Health and Human Services	66	65	66
Department of Homeland Security	61	60	58
Department of Housing and Urban Development	59	61	62
Department of Justice	68	69	67
Department of Labor	64	64	64
Department of State	72	72	71
Department of the Interior	64	64	64
Department of the Treasury	69	70	69
Department of Transportation	61	63	64
Department of Veterans Affairs	63	65	62
Environmental Protection Agency	67	67	68
Equal Employment Opportunity Commission	63	65	67
Federal Communications Commission	70	69	69
Federal Energy Regulatory Commission	71	71	70
Federal Trade Commission	76	76	74
General Services Administration	70	71	69
National Aeronautics and Space Administration	76	75	76
National Archives and Records Administration	63	62	59
National Credit Union Administration	66	68	73
National Labor Relations Board	63	66	65
National Science Foundation	71	67	65

APPENDIX G1 EMPLOYEE ENGAGEMENT INDEX TRENDS (cont'd)

	2010	2011	2012
Governmentwide	66	67	65
Nuclear Regulatory Commission	80	79	76
Office of Management and Budget	66	63	73
Office of Personnel Management	69	72	71
Pension Benefit Guaranty Corporation	70	69	67
Railroad Retirement Board	66	66	68
Securities and Exchange Commission	61	61	62
Small Business Administration	63	65	64
Social Security Administration	70	72	69
U.S. Agency for International Development	65	65	67

The **EMPLOYEE ENGAGEMENT INDEX** assess the critical conditions conducive for employee engagement (e.g., effective leadership, work which provides meaning to employees, etc.). It is made up of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experiences.

APPENDIX G2 EMPLOYEE ENGAGEMENT INDEX TRENDS: LEADERS LEAD

	2010	2011	2012
Governmentwide	55	56	54
Broadcasting Board of Governors	41	43	41
Court Services and Offender Supervision Agency	63	64	58
Department of Agriculture	50	51	49
Department of Commerce	57	60	59
Department of Defense	58	58	57
Department of Education	53	55	54
Department of Energy	53	51	53
Department of Health and Human Services	55	55	56
Department of Homeland Security	49	48	46
Department of Housing and Urban Development	49	53	53
Department of Justice	59	59	57
Department of Labor	54	54	55
Department of State	63	65	63
Department of the Interior	50	51	51
Department of the Treasury	58	61	60
Department of Transportation	45	48	50
Department of Veterans Affairs	52	54	50
Environmental Protection Agency	54	54	56
Equal Employment Opportunity Commission	50	55	56
Federal Communications Commission	61	61	60
Federal Energy Regulatory Commission	64	65	63
Federal Trade Commission	70	72	70
General Services Administration	62	62	59
National Aeronautics and Space Administration	68	68	68
National Archives and Records Administration	49	47	44
National Credit Union Administration	54	57	65
National Labor Relations Board	52	57	55
National Science Foundation	61	56	52
Nuclear Regulatory Commission	76	74	69
Office of Management and Budget	50	50	62
Office of Personnel Management	60	63	62

	2010	2011	2012
Governmentwide	55	56	54
Pension Benefit Guaranty Corporation	58	58	57
Railroad Retirement Board	55	57	58
Securities and Exchange Commission	50	47	49
Small Business Administration	52	56	54
Social Security Administration	64	66	62
U.S. Agency for International Development	52	56	59
Department of Homeland Security	68	68	66
Department of Housing and Urban Development	64	67	68

LEADERS LEAD reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. It is made up of items:

53. In my organization, leaders generate high levels of motivation and commitment in the workforce.

54. My organization's leaders maintain high standards of honesty and integrity.

56. Managers communicate the goals and priorities of the organization.

60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?

61. I have a high level of respect for my organization's senior leaders.

APPENDIX G3 EMPLOYEE ENGAGEMENT INDEX TRENDS: SUPERVISORS

	2010	2011	2012
Governmentwide	71	72	71
Broadcasting Board of Governors	62	63	63
Court Services and Offender Supervision Agency	74	74	71
Department of Agriculture	71	73	72
Department of Commerce	76	77	77
Department of Defense	73	72	72
Department of Education	69	71	73
Department of Energy	72	71	72
Department of Health and Human Services	70	70	70
Department of Homeland Security	68	68	66
Department of Housing and Urban Development	64	67	68
Department of Justice	72	75	71
Department of Labor	70	70	70
Department of State	78	77	76
Department of the Interior	70	70	70
Department of the Treasury	75	77	76
Department of Transportation	69	70	72
Department of Veterans Affairs	65	67	65
Environmental Protection Agency	74	75	76
Equal Employment Opportunity Commission	69	70	72
Federal Communications Commission	78	78	78
Federal Energy Regulatory Commission	77	78	78
Federal Trade Commission	79	78	76
General Services Administration	74	76	75
National Aeronautics and Space Administration	81	82	82
National Archives and Records Administration	70	69	68
National Credit Union Administration	73	75	79
National Labor Relations Board	69	71	71
National Science Foundation	74	72	72
Nuclear Regulatory Commission	83	83	81
Office of Management and Budget	75	71	82
Office of Personnel Management	75	78	77

APPENDIX G3 EMPLOYEE ENGAGEMENT INDEX TRENDS: SUPERVISORS (cont'd)

	2010	2011	2012
Pension Benefit Guaranty Corporation	75	76	72
Railroad Retirement Board	70	70	72
Securities and Exchange Commission	69	70	72
Small Business Administration	69	70	70
Social Security Administration	70	73	71
U.S. Agency for International Development	72	72	74

SUPERVISORS reflects the interpersonal relationship between worker and supervisor, including trust, respect and support. It is made up of items

- 47. Supervisors/team leaders in my work unit support employee development.
- 48. My supervisor/team leader listens to what I have to say.
- 49. My supervisor/team-leader treats me with respect.
- 51. I have trust and confidence in my supervisor.
- 52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

APPENDIX G4 EMPLOYEE ENGAGEMENT INDEX TRENDS: INTRINSIC WORK EXPERIENCES

	2010	2011	2012
Governmentwide	72	72	71
Broadcasting Board of Governors	64	66	63
Court Services and Offender Supervision Agency	76	74	73
Department of Agriculture	69	71	69
Department of Commerce	73	73	73
Department of Defense	74	73	72
Department of Education	66	67	67
Department of Energy	70	68	69
Department of Health and Human Services	73	71	72
Department of Homeland Security	65	64	62
Department of Housing and Urban Development	65	65	65
Department of Justice	73	73	71
Department of Labor	68	68	68
Department of State	75	76	74
Department of the Interior	72	71	71
Department of the Treasury	73	73	73
Department of Transportation	68	69	71
Department of Veterans Affairs	73	73	70
National Credit Union Administration	72	71	75
Environmental Protection Agency	72	72	72
Equal Employment Opportunity Commission	70	71	71
Federal Communications Commission	70	69	71
Federal Energy Regulatory Commission	72	71	69
Federal Trade Commission	78	77	77
General Services Administration	74	74	74
National Aeronautics and Space Administration	78	77	79
National Archives and Records Administration	70	68	66
National Labor Relations Board	69	71	70
National Science Foundation	77	74	71
Nuclear Regulatory Commission	81	79	77
Office of Management and Budget	72	67	75
Office of Personnel Management	72	73	73

APPENDIX G4 EMPLOYEE ENGAGEMENT INDEX TRENDS: INTRINSIC WORK EXPERIENCES (cont'd)

	2010	2011	2012
Governmentwide	72	72	71
Pension Benefit Guaranty Corporation	77	75	73
Railroad Retirement Board	72	71	73
Securities and Exchange Commission	64	65	65
Small Business Administration	68	69	70
Social Security Administration	75	76	73
U.S. Agency for International Development	71	67	69

INTRINSIC WORK EXPERIENCES reflects the employees' feelings of motivation and competency relating to their role in the workplace. It is made up of items:

- 3. I feel encouraged to come up with new and better ways of doing things.
- 4. My work gives me a feeling of personal accomplishment.
- 6. I know what is expected of me on the job.
- 11. My talents are used well in the workplace.
- 12. I know how my work relates to the agency's goals and priorities.



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